

Mobile Device Policies and Procedures: Update on Phased Approach to Mobile Device Management and Administration Centralization

Follow-up Meeting

CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Welcome and introductions**
- **Meeting goal and purpose**
- **Scope of mobile phone use in the County**
 - Results of FY10 Reductions
 - Discussion of Departmental Experiences
- **Phased Approach to Mobile Device Management and Administration Centralization**
 - Phase 1: Improving Current Practice
 - Phase 2: Provide Greater Centralized Guidance
 - Phase 3: Centralize Administration of Mobile Devices
- **Recommendations**
- **Wrap-up and follow-up items**



Meeting Goal

Meeting Purpose:

- Provide updates on the operational impacts of last year's mobile device reduction
- Discuss next steps in phased approach to create a more centralized and streamlined mobile device administration system

Meeting Goals:

- Articulate different phases for achieving cost savings and achieving greater operational efficiency
- Discuss roles and responsibilities for Phase 2 that will lead to interim savings and build efficiency



CountyStat Mobile Device Audit Review

As a result of the first mobile phone meeting, departments eliminated unused/minimally used devices, and/or make other plan adjustments that better reflect employee use.

- **County departments provide many employees with cell phones to use on the job**
 - Example: Employees in the field use County cell phones to communicate with clients and home offices
- **County maintains contracts with 3 major mobile phone providers**
 - Sprint Nextel, AT&T, Verizon
- **At last year's (1/19/2010) CountyStat meeting on this topic, it was determined that, the County maintains 4,669 mobile phone numbers,¹ based on data from those providers.**
 - 1: This includes 1,809 mobile "connection cards," which enable mobile network use in laptop computers (i.e. in emergency vehicles)

Twenty-eight County departments and offices have made mobile device eliminations and/or reductions, resulting in the elimination of 847 mobile devices and reduction of 331 devices, including phones, Blackberries, PDAs, and computer connection cards, a savings of more than \$240,000.



Results of FY10 Mobile Device Reductions (1 of 2)

Department	Device Eliminations		Yearly Savings
	# of Devices Eliminated	Monthly Savings	
BOE	0	0	0
CAT	0	0	0
CEX	3	\$195	\$2,340
CFW	0	0	0
DOCR	11	\$449	\$5,388
CUPF	0	0	0
DED	5	\$255	\$3,060
DEP	9	\$207	\$2,484
DGS	7	\$308	\$3,696
DLC	2	\$110	\$1,320
DOT	8	\$288	\$3,456
DPS	36	\$1,363	\$16,356
DTS	19	\$820	\$9,840
EMHS	5	\$166	\$1,992
Total	847	\$19,649.25	
Total Yearly Savings			\$235,791

Note: On plan reductions, not all departments provided an estimated savings. In those cases, the number of adjusted devices is listed and the monthly savings is left blank. Italicized departments are those Executive Branch departments that have not yet submitted any information.



Results of FY10 Mobile Device Reductions (2 of 2)

Department	Device Eliminations		Yearly Savings
	# of Devices Eliminated	Monthly Savings	
FIN	1	\$83	\$996
FRS	598	\$9,778	\$117,336
HHS	44	\$1,418	\$17,016
HCA	6	\$250	\$3,000
HRC	0	0	0
IGR	0	0	0
LIB	0	0	0
OCP	2	\$142	\$1,704
<i>OHR</i>			0
OMB	0	0	0
PIO	1	\$63	\$756
POL	80	\$3,494	\$41,928
REC	9	\$240	\$2,880
RSC	1	\$20	\$240
Total Yearly Savings			\$235,791

Note: On plan reductions, not all departments provided an estimated savings. In those cases, the number of adjusted devices is listed and the monthly savings is left blank. Italicized departments are those Executive Branch departments that have not yet submitted any information.



CountyStat Reflections on Existing Practice

- The FY10 reduction exercise heightened departmental awareness of potential cost savings related to ongoing monitoring and revision of existing mobile device contracts
- Departmental contract administrators should continually monitor utilization, device acquisition, and opportunities to leverage plans that pool data or voice minutes

Two departments that illustrate the efficiency of current practice are the Montgomery County Police and Fire and Rescue Service that have eliminated 678 devices and generated a yearly cost savings of \$159,263 in FY10



Mobile Device Management and Administration

Current Responsibilities

	DTS	CAO	User departments	Phone providers
Contract initiation and management	X			
Approving phone issuance to employees			X	
Establishing standards for use	X	X		
Ensure compliance w/standards for use			X	
Phone plan selection and periodic evaluation			X	X
Billing and payment approval			X	
Maintenance of phone inventories			X	



Source: Administrative Procedure 6-2, Use of County-Provided Cellular Telephone Service,
Dated 12-9-2004

Phased Approach for Mobile Device Policy and Process Changes

■ Phase 1: Improving Current Practice

- Departments are central decision maker, monitor mobile device utilization, determine device issuance and plan selection, provide contract administration
- CountyStat and DTS provide departmental assistance for adhoc auditing of existing processes

■ Phase 2: Provide Greater Centralized Guidance and Regular Monitoring

- Departments are central decision maker, monitor mobile device utilization, determine device issuance and plan selection, provide contract administration
- DTS publishes centralized guidance on mobile devices with particular attention to most recent rates, device selection, and best practices
- DTS and partner departments ensure that all departments are taking advantage of opportunities to streamline contracts, pool minutes, and update to most recent plan offerings through regular monitoring

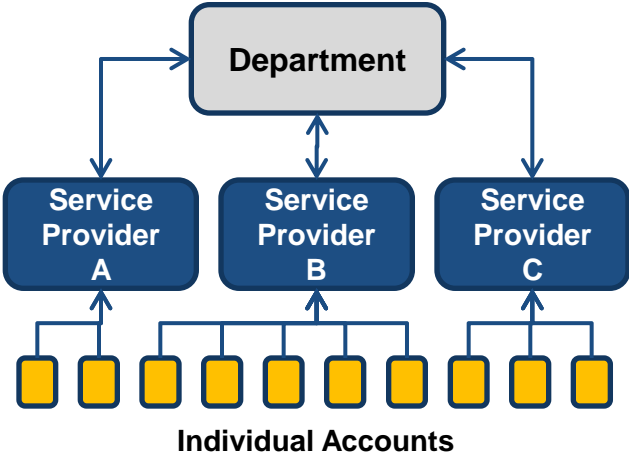
■ Phase 3: Centralize Administration of Mobile Devices

- Create central administration of mobile devices that replaces departments as the central decision maker in order to take advantage of economics of scale cost savings

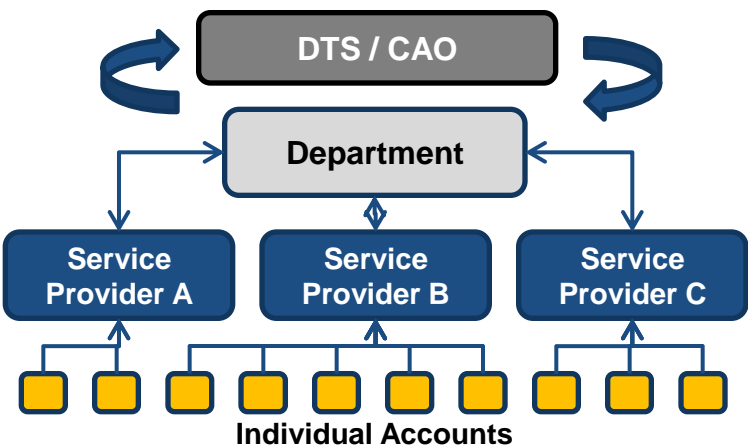


Phased Approach for Mobile Device Policy and Process Changes

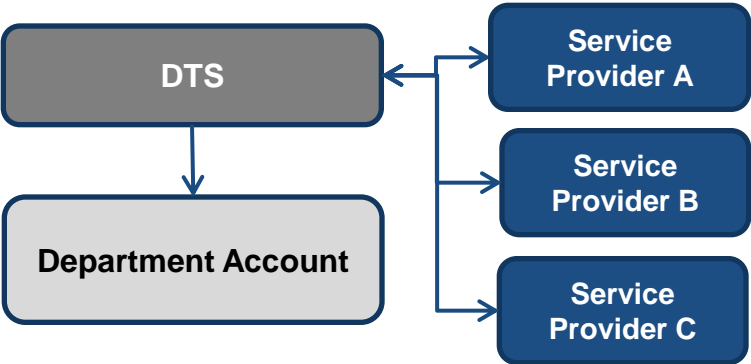
Phase 1: Current Practice



Phase 2: Centralized Guidance



Phase 3: Centralize Administration



Phase 1: Improving Current Practice

Characteristics:

- Departments are central decision maker, monitor mobile device utilization, determine device issuance and plan selection, provide contract administration
- CountyStat and DTS provide departmental assistance for adhoc auditing of existing processes

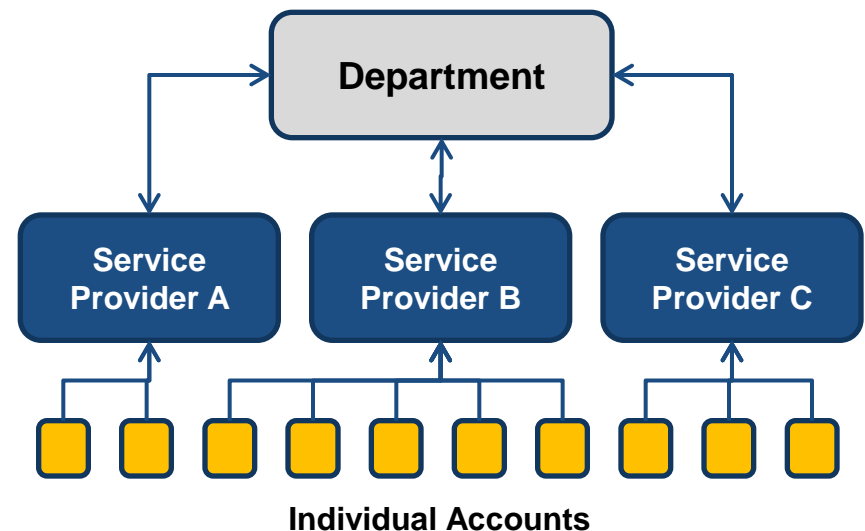
Advantages:

- Current practice has eliminated unused devices
- Zero change in current administrative procedures
- There are not currently widespread instances of waste

Current Status

- CountyStat completed audit in FY10 that resulted in the reduction of many underutilized devices

Phase 1 Governance Structure



Phase 2: Provide Greater Centralized Guidance

Characteristics:

- Departments are central decision maker, monitor mobile device utilization, determine device issuance and plan selection, provide contract administration
- DTS publishes centralized guidance on mobile devices with particular attention to most recent rates, device selection, and best practices
- DTS and partner departments ensure that all departments are taking advantage of opportunities to streamline contracts, pool minutes, and update to most recent plan offerings through regular monitoring

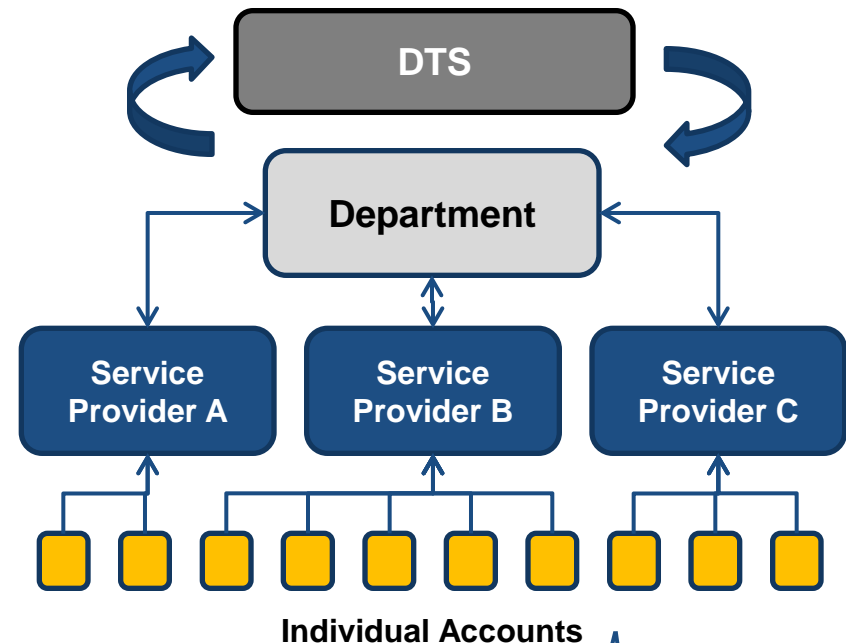
Advantages:

- Best practices from one department will be disseminated
- Departments receive ongoing monitoring support from DTS

Current Status

- Need to define the roles and responsibilities for all stakeholders
- DTS is awaiting results of Fairfax mobile device RFP
- CountyStat is researching opportunities to streamline existing plans and pool minutes to generate immediate cost savings

Phase 2 Governance Structure



Phase 2 : Provide Greater Centralized Guidance

Example: Collection and Dissemination of Best Practices

The Department of Technology Services and CountyStat are currently researching other jurisdictional operations and meeting with mobile device service providers to uncover best practices

Examples of Current Montgomery County Best Practices:

- **Use of seasonal contracts to prevent under utilization**
 - For departments with high need during part of the year, service is suspended for remainder of the year and billed at a rate of \$0.01 per device per month
- **Service provider monitoring of usage tendencies**
 - Some service providers track departmental utilization on an ongoing basis, flag unusual activity, and make recommendations on more cost efficient plans
- **Continuity of operations mobile devices**
 - Instead of equipping all employees with a mobile device for emergency purposes, devices are distributed as needed and activated by provider only as needed
- **Pooled data for low use devices**
 - On devices such as road signs that use a small amount of data to update, pooled data is shared between multiple devices

In many instances departments have developed best practices that when applied Countywide, would result in cost savings and greater efficiency



Phase 2: Provide Greater Centralized Guidance

Example: Defining User Types and Usage Groups

Overview of Mobile Device User Types:

- **Data Only:** These users are often reliant on a connection card that provided network access from a remote location.
- **Voice Only:** These users only need access to voice functions on their mobile device.
- **Voice and Data:** These users represent the majority of users in the County who access both voice and data via their mobile device. These accounts are either Smartphone (Blackberry, Android, iPhone) or regular phone with data add on.

Overview of Mobile Device Usage Groups:

	Low	High
Cell Minutes	0-100	101 and above
Text Messages	0-50	51 and above
Internet Use (kbs)	0-50,000	50,001 and above

Analysis is based on preliminary estimate provided by two of the three County mobile device service providers that responded to a DTS request



Phase 2: Provide Greater Centralized Guidance

Example: Streamline Accounts For Data Only

Sprint:

Connection Card

- \$37.99 (Unlimited Data)
- \$29.99 (500 MB)

AT&T:

Connection Card

- \$39.99 (5 GB of Data)

Recommendations:

- Departments should examine existing connections cards and determine if there data usage requires unlimited accounts
- DTS should assist departments in determining if connection card capabilities can be replaced with new hardware (Smartphone) that would reduce the need for both connection cards and additional voice accounts
- Departments should work with service providers to ensure they are taking advantage of most recent pricing and pooling options

Examining trends in data usage allows departments to generate the most significant savings with data only connection cards



Phase 2: Provide Greater Centralized Guidance

Example: Streamline Accounts For Voice Only

Sprint:

Low Use

- \$9 (\$0.06 per minute)
- Pay as- you go plan

High Use

- Add a line (0 min) \$18.75
- 400 Minutes \$29.99
 - Free Mobile-to-mobile
 - Night and weekend start at 7 pm
 - Unlimited direct connect
 - Free 300 text messaging
 - Pooling across all plans

AT&T:

Low Use

- \$10.37 (\$0.07 per minute)
- Pay as- you go plan

High Use

- Add a line (0 min) \$11.99
- 450 Minutes \$23.99
 - Free Mobile-to-mobile
 - Night and weekend start at 7 pm
 - Free unlimited text messaging
 - Pooling across all plans

Grouping of voice users by high and low would create the opportunity to move users into plans that make greater use of pooled minutes.



Phase 2: Provide Greater Centralized Guidance Recommendations for Interim Changes to Voice Only Accounts

- **Departments should examine existing voice users and determine if they can be placed as “add a line” accounts to take advantage of pooled minutes**
- **Examine the possibility of using seasonal accounts or creating a store of emergency activated phones as opposed to issuing phones to users on a monthly basis**
- **Limit usage of text messaging, particularly in instances where there is a limit on allotted messages**
- **Departments should work with DTS and service providers to ensure they are taking advantage of most recent pricing and pooling options**
- **Low use voice customers (less than 100 minutes a month) should use pay as you go for Sprint accounts and some AT&T accounts (depending on pooled resources)**



Phase 2: Provide Greater Centralized Guidance

Example: Streamline Accounts For Voice and Data (Non-Smartphone Device)

Sprint:

Voice + Data

- \$41.25 for 0 minutes pooled
- \$44.25 for 250 minutes pooled
 - Free Mobile-to-mobile
 - Unlimited Data
 - Night and weekend start at 7 pm
 - Unlimited direct connect
 - Free 300 text messaging
 - Pooling across all Business Essential (except the Zero minute blackberry Business Essential)

AT&T:

Data Add On

- \$15 per device unlimited

Voice Options

- \$11.99 for 0 minutes pooled
- 450 Minutes \$23.99
 - Free Mobile-to-mobile
 - Night and weekend start at 7 pm
 - Free unlimited text messaging
 - Pooling across all plans

Currently, it is not efficient or cost effective to utilize voice + data plans on non-Smartphone devices on the Sprint accounts.
If still utilized, these accounts should transition to Smartphone devices.



Phase 2: Provide Greater Centralized Guidance

Example: Streamline Accounts For Voice and Data (Smartphone Device)

Sprint Blackberry:

Low Use

- \$37.49 for 0 min and unlimited data
Data only no voice.
Will not pool with other plans.

High Use

- \$41.99 for 250 minutes and unlimited data
 - Free Mobile-to-mobile
 - Unlimited Data
 - Night and weekend start at 7 pm
 - Unlimited direct connect
 - Free 300 text messaging
 - Pooling

Sprint Smartphone:

Low and High Use

- \$44.99 for 250 minutes and unlimited data
 - Free Mobile-to-mobile
 - Unlimited Data
 - Night and weekend start at 7 pm
 - Unlimited direct connect
 - Free 300 text messaging
 - Pooling

AT&T Smartphone:

Low and High Use

- \$46.39 for 300 minutes and unlimited data
 - Unlimited Data
 - Unlimited messaging
 - Pooling



Phase 2: Provide Greater Centralized Guidance

Phase 2 Implementation Next Steps

- 1. DTS identifies best practices and evaluates pricing options from all County providers**
- 2. DTS surveys existing rates and contracts and works with providers to generate regular rate updates and best pricing**
- 3. DTS drafts a guidance on best practices, account selection and utilization, device selection, and other issues that will be distributed to all departments**
- 4. DTS and partner departments work with service providers to provide departments with regular utilization reports and provide general oversight**



Phase 2: Provide Greater Centralized Guidance Recommendations for Interim Changes to Voice and Data Accounts

- **Any remaining Sprint voice + data accounts that do not use a Smartphone should be changed to a Smartphone device**
- **Limit usage of text messaging, particularly in instances where there is a limit on allotted messages**
- **Departments should work with DTS and service providers to ensure they are taking advantage of most recent pricing and pooling options that meet their needs**
 - For example on July 1st Sprint started offering the 250 minute option that is new and would reduce cost
- **DTS should work with departments to examine how device selection (Blackberry, Android, iPhone, non-smartphone) impact business operations**



Phase 3: Centralize Administration of Mobile Devices

Characteristics:

- Create central administration of mobile devices that replaces departments as the central decision maker in order to take advantage of economics of scale cost savings

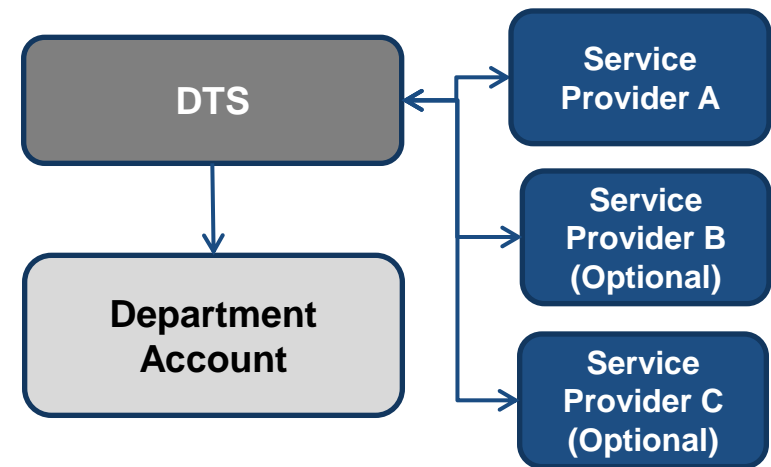
Advantages:

- County could generate greater saving due to economies of scale
- Best practices from one department will be disseminated
- Ensures continual focus on creating greater efficiency and achieving lowest rates

Current Status

- DTS will have to work with OMB and Finance to determine necessary administrative changes
- DTS will have to work with provider(s) to determine best rates for the entire County

Phase 3 Governance Structure



Preliminary analysis by Sprint demonstrates a monthly savings of over \$11,000 by converting existing accounts to a single account



Phase 3: Centralize Administration of Mobile Devices

Example: Process for Account Consolidation

Recommendations:

1. Consolidate all mobile accounts on to one County-wide mobile account for each provider.
2. Convert departments' accounts into sub-accounts for billing purposes.

Purpose:

- To take advantage of higher volume pricing and more wide-scale pooling of minutes, text messaging capacity, and internet bandwidth

Supporting Data (Sprint only)

- County departments maintain 80+ accounts, encompassing at least 1,879 users
- Many departments have multiple accounts and almost half (45%) of those accounts have less than 5 users
- While there is some diversity in accounts and users, by and large, most are low users, using significantly less than 400 minutes, the amount typically provided in a standard plan.

**Profile of County Mobile Device Users
(Sprint Only)**

		Low	Medium	High
Cell Minutes		0-60*	61-240	241 and above
		1,035	309	535
		55%	16%	28%
Text Messages		0-25*	26-100	101 and above
		1,676	80	123
		89%	4%	7%
Internet Use (kbs)		0-5,000	5,001-100,000	100,001 and above
		1,254	275	350
		67%	15%	19%



CountyStat Recommendations to Consider When Implementing Phases 2 and 3

1. **Develop a standard set of business needs criteria for departments to use in assigning mobile devices to employees.**
 - This should include specific, customer service-focused reasons for warranting issuance of a mobile device.
2. **Employees with consistent access to landline communications should not be issued a mobile device unless they are on-call outside normal business hours, or are identified essential personnel during a County-declared emergency.**
3. **Consider alternate strategies to assigning individual County-owned mobile phones to employees.**
 - For example, encourage pool phone use for employees who are intermittently traveling or on-call, and establish modest subsidy for employees to use personal mobile devices for County business.



DTS Countywide Recommendations to Consider When Implementing Phases 2 and 3

- **Determine “Best Practices” for Government Centralization of Mobile Services**
 - Phones, Voice, Data, Wireless Broadband
 - Determine Readiness of Providers for Centralization Options
 - Governance Model for Agile Access to Service Needs and Innovation
 - Alternatives Services Delivery (Consider Private Sector Models)
- **Develop a Working Centralization Model**
 - Practicality of a Predictive Plan for Sustained Cellular Use and Administration
 - Development of a Collaboration Group for Phase I Benefits and Future Phase Improvements
 - Identifying and Confirming Decision Points for Services, Authorizations and Exceptions



DTS Countywide Review of Current Activities

▪ Vendor Discussions

- Discussing Management Monitoring Capabilities
 - Automated Solutions vs. Manual Processes
 - Current Level of Auditing
- Cost Models and Tier of Service Options
 - Focus on Pooling
 - Impacts of Device Choices
- Cost Variations and Discretionary Savings
 - Cost per Call Services
 - Unnecessary Options

▪ Review of the Fairfax RFP Outcomes

- Vendor Responses to RFP
- Concurrence with RFP Requirements
- Cost Improvement Benefits Identified
- Service Improvement and Changes Common to Montgomery County
- New Service Options
 - Distribution
 - Service Centralization



DTS Countywide Recommendations for Immediate Next Steps

- **Governance and Strategic Implementations**
 - Existing County Best Practices for Effective Management and Controls
 - Identification of Other Government Models
- **Determine Level of Centralization to Provide Maximum Value**
 - Contract Level Costs for Departmental Consolidated Accounts
 - Hardware Decision Matrix to Optimize Service Costs
 - Audit and Monitoring
 - Billing and Account Administration
 - Periodic Vendor Services and Cost Model Assessments
- **Procedure / Policy / Decision Guidance Development**
 - Identify Support from Existing Policies
 - Develop “Choice Model” Options and Impacts to Business on Centralized or Policy Restrictions
 - Identify and Coordinate County Mobile Administrators to Share History and Current Processes
 - Identify What Changes in Centralized “Use Enforcement” or “Exception Process”
- **Resource Analysis**
 - Identify Existing Support and Resource Usage for Mobile Device Administration
 - Identify Automation Requirements to Reduce Current Administration
 - Change Impacts to Any Consolidated Administration Approach



Wrap-Up and Follow-Up Items

